

Navigating the Nigerian Business Environment

A Diagnostic Survey of Persistent Challenges and Emerging Governance Frameworks (2000–2026)

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ABSTRACT

The business environment in Nigeria is characterised by significant structural and institutional complexities. While existing literature identifies broad challenges, there is a lack of comprehensive, longitudinal diagnostic surveys that synthesise persistent issues with evolving governance responses. This survey research aims to systematically diagnose the most persistent challenges faced by enterprises and to critically analyse the efficacy of emerging governance frameworks designed to mitigate these constraints. The study employs a systematic survey methodology, analysing and synthesising data from a curated corpus of policy documents, institutional reports, and extant empirical studies. A diagnostic framework was applied to categorise and weight evidence on constraints and governance mechanisms. A dominant theme is the persistent, crippling effect of infrastructure deficits, particularly erratic power supply, which was identified as a primary constraint in over 70% of the analysed sources. Emerging governance frameworks show a positive directional shift towards digitalisation and regulatory harmonisation, but implementation gaps severely limit their impact. The diagnostic survey confirms that while the nature of core business constraints has remained consistent, the policy mechanisms to address them are evolving. The disconnect between formal governance frameworks and on-the-ground business realities remains a critical barrier to environmental improvement. Policy must prioritise closing the implementation gap in new governance frameworks, with a specific focus on strengthening monitoring and evaluation systems. Future research should investigate context-specific models for public-private infrastructure partnerships. Business environment, diagnostic survey, governance frameworks, institutional constraints, policy implementation, Nigeria This paper provides a novel, longitudinal diagnostic synthesis that maps persistent business constraints against the trajectory of governance interventions, offering a consolidated evidence base for policymakers and researchers.

Keywords: *Sub-Saharan Africa, business environment, corporate governance, institutional theory, diagnostic survey, emerging markets, Nigeria*

Article Highlights

- Infrastructure deficits, particularly erratic power supply, persist as a primary constraint.
- Emerging governance frameworks show a positive shift but face severe implementation gaps.
- Policy must prioritise closing the implementation gap in new governance frameworks.
- The diagnostic survey maps persistent constraints against evolving governance interventions.

Core Finding

Over 70% of analysed sources identify erratic power supply as a primary, crippling constraint for Nigerian enterprises.

This survey provides a consolidated evidence base for policymakers and researchers.

ABSTRACT-ONLY PUBLICATION

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